ECONOMIC COMMISSION FOR AFRICA

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Third session of the Joint Conference
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Addis Ababa, 5-14 March 1984

Item 12 of the Agenda

# REPORT ON THE ACTIVITIES OF IDEP
(1984/85)

Supplement to the Report: Training of African Planning Specialists.

A - Programme

Growth in the Institute's activities proceeds in line with the 5-year plan's objectives and targets. However, due to a number of constraints - financial and otherwise - this is done with a slight time lag. Maximum efforts are exerted at present to accelerate the pace of action in order to eliminate the time lag. The programme for 1984 is hoped to contribute substantially to this goal. The highlights of the 1984 programme are the following.

(1) Training. In the area of training, a set of new programs are introduced for the first time. These are not only in accordance with the plan, but also have been emphasized and strongly demanded by the Governing Council, African governments, trainees and ECA. The new programs are:

a) A new course on "Energy planning in Africa" which is at present included as a component in the three-months' industrialization programme pending its conversion to an autonomous short-term programme. The Institute's seminar "Focus on Energy in Africa", which was acclaimed by all participants[1] as a very successful and welcome effort, not only endowed the Institute with substantive technical knowledge and expertise in this important area, but also brought about a unanimous acclaim and request for the Institute to act as a catalyst and centre for energy planning in Africa. At present, steps are taken and efforts are made to implement this more ambitious but essential objective, in collaboration with other African organisations.

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1/ Participants included many African ministers of energy, directors of planning, major pan-African organisations, specialized institutions, African and international, and many of the most renowned experts in this field.

b) A new 3-month programme on "Human Resources Management and Manpower Planning in Africa", is scheduled to begin in 1984. This programme is being undertaken in collaboration with ECA and is financed by technical assistance from USAID. Steps are now being taken to develop the programme curriculae to be followed by other steps ranging from the selection of instructors to the nomination of trainees. This programme is expected to be comprehensive, covering demographic aspects, basic needs, education and training, employment, manpower planning, and spatial allocation of population. When initiated, it would constitute a cornerstone in the Institute's activities and its outcome would influence all other actions.

c) A new course on "Food, Agriculture and Rural Development" with focus on the African situation, is introduced in the 9-month overall planning programme for the 1983-84 academic year. An African expert has been hired to develop a programme outline and course curriculae in this area. It is planned that starting from the 1984/85 academic year this course would also be transformed into a short-term programme.

Training in the form of courses and short-term programmes in the areas of: Food, agriculture and rural development, energy, human resources and manpower, and industry, all focussed on Africa, constitutes a complementary activity and a major foundation for training related to general development. It is hoped that by the end of 1984 this basic and complementary area of training would have been completed.

d) A new set of courses related to both supply (structural) and demand (macro) management are also introduced in the 9-month programme for this academic year. The subjects covered are: Money and banking, public finance, incomes policies, trade and exchange policies, etc. This new component of the programme has been emphasized by all concerned because of the urgent need for it.

It is hoped that the outcome of efforts in this regard would help formulate a set of guidelines for African policies related to macro-management, "conditionality" and other related policies.

The course curriculae of the whole training programme are to be presented to the Institute's "Academic Advisory Board", which the Institute plans to convene in the immediate future. In the light of the Board's recommendations, the programme and its structure would be printed in a formal catalogue and be made available to African governments, academies and all interested institutions. Upon completion of this process, efforts would then be made to achieve full recognition of the Institute's degrees in Africa and elsewhere.

(2) Trainees. The number of trainees expected to attend the Institute's programmes for the 1983/84 academic year reached a level of 70, constituting a high peak. For the first time, all the participating trainees are financed from external sources. Given the financial crisis inflicting African countries, this is a measure of extent of demand for the Institute's training programme.

The expansion in the training programme, both quantitatively and qualitatively, along the lines described above is certain to measurably increase demand by African countries for the Institute's training services. The burden then falls on the Institute to be able to respond to this demand and needs by expanding and improving its training capacity. International recognition of the Institute's degrees would also contribute substantially to increased demand, but would also raise the quality of applications through attracting more qualified trainees who at present prefer to go to more established universities and centres.

It must be noted here that the Institutes efforts to achieve higher capacity utilisation on the one hand, and increased number of stagiaires on the other hand, have led to a substantial reduction in the cost of training. The average cost per trainee for 1984 is expected to be in the order of $ 15,000, a major decline from its earlier level (before 1981) of close to $ 50,000.

A major constraint, however, on the number of trainees attending programmes is the financing of fellowships. The Institute's efforts to mobilize a minimum of 30 fellowships through technical assistance are intensifying. It is hoped to bear fruit now that the world economic situation is on the road to improvement.

(3) Research. Collaborative efforts between IDEP and other pan-African organisations, namely, OAU, ECA and ADB, are planned to accelerate in 1984. Firstly, the Institute is participating as a major partner in preparing the necessary studies for the establishment of the "African Monetary Fund". Secondly, an agreement has been reached between ECA, ADB and IDEP, allotting a particular role for IDEP in the construction of country and sectoral models. These models are to be used to prepare "outlooks" as well as country and sectoral annual reports. The first step towards implementing this objective is to start in 1984. Emphasis here is given to the energy and food sectors as far as sectoral models are concerned, and to the subsistence sector when it comes to country models.

Other research related to economic cooperation in Africa, energy and water resources development, which has begun in the past, continues. An additional new thrust in the Institute's activities relates to social factors such as the importance of the composite factor: culture, science and technology in development of Africa.

(4) Seminars. Two seminars are planned for 1984. One on the role of socio-political factors in the implementation of development strategies in Africa, the other on African priorities and objectives in Lomé III negotiations.

(5) Capital Assets. As a result of past policies to allot a greater percentage of the Institute's expenditure to build its capital assets, the situation has improved. In 1983, steps have been taken to endow the Institute with both computer and printing and publishing facilities. In 1984, it is planned to continue the previous efforts. The main action in this regard is to furnish an additional lecture room with interpretation equipment to permit the simultaneous running of a number of programmes.

(6) Finance. One of the most binding constraints on the implementation of I.D.E.P.'s goals has been the inadequacy of financial resources. This is not only in terms of the quantity of financial resource inflows, but also in terms of its overtime stability. Financial resources fluctuate widely from one year to the other, and within each year there is no guarantee of the timing of their actual receipt. Under such circumstances, planning of the Institute's activities in a steady and sustainable fashion becomes a hazardous task with a great detriment to the quantity as well as quality of its services.

The Institute receives contributions from the independent African States members of the E.C.A. These contributions as assessed and agreed upon by the E.C.A. Conference of Ministers in the early seventies amount to a total of $1 million per annum. What the Institute actually receives each year is on average less than half this amount. African countries accumulated arrears which amounted at the end of 1983 to $4.0 million.

The stipulated direct government contributions to I.D.E.P.'s budget and their allocations among various countries covered only the independent African countries at that time (36 countries) and their relative shares were determined on the basis of their G.N.P. in 1975. With the turn of the eighties, this situation was felt to

require a reassessment. Many additional African countries gained independence. There have also been substantial changes in G.N.P. both in absolute as well as in relative terms. The E.C.A. Conference of Ministers, after considering the above changes, in its meeting in April 1982, passed a resolution approving the application "of the indexation formulae agreed upon by States members of the Commission to the 1980 G.N.P. of all independent African countries, members of the ECA, in 1980". This leads to an increase of total government contributions to the level of $1.6 million per annum.

The other most important source of finance for the Institute is U.N.D.P. contributions. It is this source which has sustained the Institute since its inception. However, in the light of the World recession and its consequential U.N.D.P. financial crisis, this source has decreased from $1.3 million in 1982 to 0.6 million in 1983.

To cope with such major declines in financial resources, the Institute was forced to retrench at a time when its expansion and consolidation is most needed. A campaign to mobilize financial resources through bilateral and multilateral technical assistance has also been launched.

However, such efforts to close the Institute's budgetary gap are by their very nature remedial and transitory solutions. They are no substitutes for the major regular budgetary financial sources, i.e. African governments and U.N.D.P. contributions. Enhanced governments' contributions are not only needed for financial reasons, but also as a vote of support and commitment to the Institute, its goals, role (actual and potential) and unique services.

At present, the Institute's financing strategy rests on 4 principles:

(1) undertaking maximum efforts to ascertain substantial increases in both governments and U.N.D.P. contributions;

(2) launching an even more intensive effort to mobilize additional financial resources for technical assistance and voluntary contribution;

(3) financing 3 to 5 posts of the Institute principal staff through permanent U.N. budget;

(4) creating gradually a "stabilization trust fund" through budgetary savings and voluntary contributions, whose income would be used to finance the Institute's activities on a more sustained basis.

Such goals could only be achieved through strong and unwavering support of African governments both directly and indirectly. African governments contributions to and support of the Institute is not only a pan-African national duty, but also a most profitable investment. A strengthened, well entrenched and financially viable and secure Institute can no doubt make a dent on the African economic scene that goes far beyond its size. I.D.E.P. is a unique institution and time will prove.

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# The United Nations African Institute for Economic Development and Planning (I.D.E.P.) and Development Planning in Africa

Training of African Planning Specialists

February 1984

Table of Contents

The United Nations African Institute
for Economic Development and Planning
(I.D.E.P.)
and Development Planning in Africa

Training of African Planning Specialists

I - Africa's Planning Objectives, Approach and Overall Orientation

- The Nature of Economic Plans
- African Economies: Their Nature
- Economic Science and the African Economy
- Economic Planning Goals

II - The United Nations Institute for Economic Development and Planning (I.D.E.P.)

A - Background

B - Medium-Term Plan (1982-86)

C - Activities

1. Training

(i) The Nine-Month Basic Programme in Development and Planning

(ii) The Three-Month Specialisation Programme

(a) Industrialisation in Africa: Strategies, Policies and Projects

(b) Energy and Development in Africa

(iii) The Six-Month Research-Training Programme

(iv) New Thrusts

(a) Agriculture and Food

(b) Human Resources and Manpower

(c) Energy

2 - Research, Publications and Dissemination

3 - Advisory Services

4 - The Trainees

Qualifications of Applicants

D - Requisite Inputs

Staff

E - Relations with Other Institutions and Recognition of Institute's Academic Degrees

The United Nations African Institute
for Economic Development and Planning
(I.D.E.P.)
and Development Planning in Africa

Training of African Planning Specialists

## I - Africa's Planning Objectives, Approach and Overall Orientation

### The Nature of Economic Plans

Economic Planning is a means to achieving economic development. The question is development of what and for whom? Development planning is, in short, how to put resources together to yield maximum upliftment for all the people of a country or a group of countries. This is the goal which is of significance to Africa. If planning efforts ensure steady progress towards this goal at the various stages of their implementation, then the plans are worthwhile.

But very often various constraints frustrate the implementation of well laid out plans which then end up as mere exercises in futility. Libraries and archives are full of them. A good plan is that which foresees a good range of these constraints and takes them into serious account in its formulation. These constraints reside in 1) the bureaucratic system and the efficiency or otherwise with which it works, 2) the socio-political framework within which the plans are formulated and implemented; in other words, the willingness and readiness with which all the segments of the community are prepared to support actively the implementation of the plan; that is when the political will and the will and desires of the people are congruent on the need for the shape and form of the plan, its goals and strategies. And, finally, the availability of the resources required has a decisive role in any plan implementation.

In reality, all plans tend always to take man, the people, the community for granted and push to the periphery this most important element on which good plans must necessarily be based. Man is usually considered as a "labour unit", a "labour force", a mere resource for the implementation of economic plans. In fact, he must be treated as the central pivot or the focus of development. It is this new element, this emphasis which the United Nations Institute for Economic Development and Planning must introduce into the build-up of the African Planning Specialists. The training of the planners and their work must be culture-charged. Human resources development is therefore not only the starting point as well as the ultimate objective of planning, but must also be planned in harmony with other material and non material resources.

## African Economies: Their Nature

African economies, which African planning specialists are called upon to plan, usually possess certain characteristics which must never be lost sight of at any stage. The most important is that Africans have yet to develop economies of their own over which they can exercise control, and order and direct to serve their own development purposes. This, other developed countries - the Centre of the "World Economy" - have achieved. What the Africans have are mere peripheries of the "World Economy". The question of economic planning in Africa therefore becomes problematical as goals and their attainment are predominantly influenced from the centre of world economy. The centre has assigned to the African economies on the periphery, their functions in the international division of labour and even to diversify appears to entail in the short run some sufferances and disturbances in the system.

In this system, the operators on the periphery need the greatest determination, sense of purpose, organization and overly wise guidance and, above all, the requisite effective rational and operational policies and plans, to make an impact in a way which is positive to them. This has been admirably demonstrated by some countries, individually or as a group. In this way, they have been able to exercise certain influence over the market forces in the world economy in a way serving their interests and in the final count those of the international economy. Some have been able to lever themselves in the space of a relatively short period from the periphery of the world economy to the very centre.

## Economic Science and the African Economy

Economic science has been built around the world economy and its underlying economic philosophies and policies with the aim of maintaining and sustaining it. All its theories are derived from its workings, and its strategies, techniques, methods and models have but this aim.

The viability of this stock of conventional economic thinking and its underlying hypotheses has been amply tested. It has failed to satisfy the development objectives of the great majority of developing countries including the African ones. The Executive Secretary of the United Nations Economic Commission for Africa described the situation as follows:

> "Africa more than the other Third World Regions, is thus faced with a development crisis of great portent, in spite of the region's ample natural resources ratio, in spite of the population to natural resources ratio, in spite of the generous and even indiscriminating incentives of foreign private enterprise, in spite of our participation in numerous conferences, both regional and interregional, and in spite of our adherence to orthodox theories and prescriptions - in spite of all these neither high rates of growth nor of diversification nor an increasing measure of self-reliance and dynamism seems to be within our reach."

Many international economists with extensive experience in development planning concluded, as well, that:

> "After more than two decades of development planning and internationally financed programmes of progress, these plans have not produced independent viable economies."

African economists, planners and decision-makers will have to challenge, at times, economic orthodoxy and take steps modifying or qualifying the dictates of prevailing conventional thinking. But to challenge orthodoxy one needs to be self-confident. Self-confidence itself derives from a thorough knowledge of the subject, in this case the African economies combined with a proper appreciation of the social, political and cultural circumstances in which the expected planned changes are to proceed. It also requires the collective will to change, and all the internal sacrifices it entails.

## Economic Planning Goals

In the light of the foregoing, Africa, in its search for economic development goals must answer some vital questions unequivocally. These are whether 1) it wishes merely to operate efficiently and effectively on the periphery, servicing world economy with its primary products and, to a small extent with its secondary, half processed goods or 2) it will seek progressively and gradually to move from the periphery towards the centre. The whole success or failure of Africa's planning exercises will depend on the clear and unambiguous answers that the African Planners and their Governments have to these questions. Since there is a universal consensus that it is the latter, the task of planning becomes then confined to defining operational paths to achieving this goal.

## II - The United Nations Institute for Economic Development and Planning (UNIDEP)

### A - Background

The Institute was established nearly two decades ago by the United Nations under the auspices of the Economic Commission for Africa (E.C.A.). Its assigned function has been the difficult task of training planning specialists for the various departments, ministries and commissions responsible for the planning of their national economies at both comprehensive and sectoral, country and multicountry levels. The Institute is to draw its trainees from among the serving officers of the Ministries and Departments and Commissions related to National Planning. To these it is to transmit the various and alternative theories and techniques with appropriate assessment, qualifications, extensions and modifications so as to be suited for African development planning.

Secondly, as an academic institution established to service the whole of Africa, its responsibility to conduct research into the problems of African development and train planners to that end was clear. It followed as a natural consequence that its teaching, if it is to have an edge and relevance, must draw from life problems of Africa's underdevelopment and its various efforts at self-upliftment.

Thirdly, an institute of the nature of I.D.E.P. must organize itself to offer advisory services to the governments of the member States in its areas of competence, namely, economic development and planning, when such a service is requested.

These three essential roles are expected to be fulfilled by I.D.E.P. in Africa. And this is what makes it different from all other institutions of its kind which have recently proliferated in the developed countries. These latter institutions have outlined a path of development goals and strategies for Africa based on their own perspectives and experiences. These strategies and their underlying policies, while they may constitute food for thought and relevant experiences, are no substitute for home-based culturally-bound solutions.

I.D.E.P.'s courses and programmes are striving towards being unique among all programmes, including those developed outside of the continent of Africa. Developed countries' academic institutions cannot divorce self-interest and experience entirely from their course construction and course offerings. African planners who are trained to be able to influence decisions on the question of Africa's dependence, independence, or interdependence, and Africa's monoculturism or diversification or specialisation in her own economic interest, must gradually have their own thought on these matters and must therefore be qualified to perform this very difficult and evolutionary task.

B - Medium-term Plan (1982-1986)

The Institute's programmes are based on its five-year plan approved by both the E.C.A. Conference of Planners as well as of Ministers. The plan, in turn, bases its thinking on the aspirations of Africa's leaders as set down in the Lagos Plan of Action and the Monrovia Strategy.

The Lagos Plan strategy rests on three cornerstones constituting both ends and means, which recur throughout its text. These are:

1. The need for structural changes in the African economy which is specified in the form of sectoral targets and patterns of growth.

2. The advocacy of a policy of "self-reliance" at both national, sub-regional and regional levels. In this, the die appears cast. The African leaders in their Lagos Plan of Action have unequivocally opted for self-reliant economic development and growth. This would seem to mean reliance on Africa's own resources for her development. These resources are to be seen in their totality. They encompass all biological including manpower resources; physical, environmental and inorganic resources and on their own locally generated capital through savings and resulting mainly from reduced consumerism and changes in life-styles oriented to the consumption of local products and manufactures.

3. Absolute emphasis on greater economic co-operation at sub-regional and regional levels with the ultimate aim of establishing an "African Economic Community" to be in full operation before the end of the century - now only sixteen years away!

The Lagos Plan of Action stands at present as the centre piece on the African economic horizon. Its prescriptions carefully administered will influence economic change in the coming years. It is therefore imperative that a pan-African planning institute such as I.D.E.P. should take account of this in planning its own activities in the years ahead. It must thus seek to:

1. Emphasize the comprehensive inter-sectoral approach to development planning and programming taking into consideration sectoral interdependence in the form of input-output relationships. This is not only with regard to material production, but also social, political and ecological factors.

2. Emphasize the mobilization and utilization of internally available resources as a means of realising the continent's goal of sustained self-reliant economic and social development.

3. Emphasize economic cooperation at both the sub-regional and regional levels.

4. Build up and consolidate planning and policy design machineries and capabilities.

Accordingly, I.D.E.P.'s Five-Year Plan (1982-1986) aims at expanding the Institute's programmes both horizontally and vertically to be better enabled to perform its activities of teaching, research and advisory services in accordance with the above broad goals.

C - Activities

1. Training: the M.A. Programme Cycle

The following constitutes the base and framework for the Institute's training activities and programmes. It is composed of a cycle of programmes of two year's duration leading to an M.A. Degree in Development Planning. The cycle is divided into three autonomous yet interrelated parts viz.,

(1) A Nine-Month Basic Programme in Development and Planning (first year).

(2) Three-Month Specialization Programmes (the first part of the second year).

(3) A Six-Month Research-Training Programme (the second part of the second year).

Each of these three programmes is self-contained. Programmes (2) and (3) are open both to I.D.E.P. trainees who have successfully completed the preceding programme and to new candidates who have the requisite background and qualifications.

Trainees who successfully complete the three programmes are granted I.D.E.P.'s M.A. in Development and Planning. Others who do not complete the full cycle are given the Diploma or Certificate indicated below in the sections dealing with individual programmes.

In special circumstances, candidates for I.D.E.P.'s M.A. may be exempted from attending programme (1) or programme (2), if they are deemed to have acquired equivalent qualifications elsewhere.

(i) <u>The Nine-Month Basic Programme in Development and Planning</u>

The main purpose of this programme is to train participants in how to plan and design policies in general at comprehensive, sectoral and project, country and multicountry levels. The whole programme contents are geared towards applicability and operationality in Africa. The programme includes also courses introducing trainees to overall economic conditions in Africa.

The following are the main study areas offered within this programme:

(a) Economic Development: theories, strategies, systems and overall policies.

(b) Comprehensive Economic Planning: strategies, techniques and processes.

(c) Macro-economic theories and policies, including monetary, fiscal and incomes policies constituting demand management in general at aggregate and disaggregate levels.

(d) International Trade and Finance: theories and policies, including economic integration and cooperation.

(e) Quantitative Economic Planning and Policy Design Techniques and Methods, including national accounting and project evaluation.

(f) Regional Development and Planning.

(g) Project Analysis and Micro-Economic Planning.

(h) The African Economy, its development history, and future prospects, strategies and policies at country and multicountry levels.

These areas are divided into courses with some possibilities of choice and/or alternative offerings. However, certain basic courses are required and all trainees must attend.

Candidates who successively complete the programmes are awarded the I.D.E.P. Diploma in Development and Planning. Others are given certificates of attendance.

(ii) The Three-Month Specialization Programmes

The programmes aim at providing specialized, more advanced training in certain areas, sectors or disciplines which are of particular importance to Africa or to African countries. Though advanced theory relating to the fields under study is not excluded, more emphasis is given to operational tools and techniques, to concrete studies and empirical investigations, etc. These programmes are particularly focused on Africa.

During the academic year 1983-84, two options will be given: (a) Industrialization in Africa and (b) Energy and Development in Africa. The main contents of these two options are given below. Two additional such programmes related to "Human Resources Management and Manpower Planning" and "Food, Agriculture and Rural Development" are at the final stage of preparation, and are planned to be introduced starting from the academic year 1984-85.

(a) Industrialization in Africa: Strategies, Policies and Projects

The following are the main study areas offered in this programme:

1. Structural and Macro Analysis

A. Industrial Development. Planning and Policy Design.

B. Industrial organization and management; public sector, private sector and small scale industry, etc.

2. Techniques

Quantitative Techniques of Industrial Planning (mathematics and statistics, model building, computer programming).

3. Sectoral Analysis

A. Technology Policies and Planning

B. Other sectoral and country studies.

4. Project Analysis

Micro Planning and Design of Industrial Projects

5. Workshop

Industrial Plans (comprehensive, sectoral or country wise), projects and case studies.

(b) Energy and Development in Africa

The following are the main study areas offered in this programme:

(1) Methodology of energy planning, at both sectoral and projects levels.

(2) Energy resources and utilization in Africa, mineral and non-mineral, conventional and non-conventional.

(3) Energy consumption in Africa, balance of trade and underlying policies.

(4) Energy infrastructure and logistics in Africa.

(5) Alternative energy strategies, policies and projects in Africa.

The selective features of the nine-month programme are also applied to the sectoral programmes. Candidates wishing to sit the qualifying examinations will receive certificates upon successful completion of the programme. Others will be given certificates of attendance.

(c) Human Resources Management and Manpower Planning

1. Population growth and demographic changes

(Fertility, mortality, migration)

2. Human Resources Development and Management

(Food, Health, Education and other basic needs requirements),
- Higher Education and Training.

3. Employment and Manpower Planning

4. Regional Planning and Human Resources Allocation

(iii) The Six-Month Research-Training Programme

Under this programme, M.A. candidates are trained in research methods through the preparation of a research monograph - equivalent to an M.A. thesis - under the supervision of the Institute's staff. In this regard, planning and policy design related research, applied to Africa, is particularly emphasized and encouraged in this programme.

The programme begins directly after the dates for the termination of the three-month specialization options and lasts for six months or more if need be. Successful trainees are awarded the I.D.E.P. M.A. in Economic Development and Planning.

It must also be pointed out that African planners and researchers can come to attend only this programme on mutually agreed upon research and work of interest to them and their sponsored institutions.

(iv) New Thrusts

(a) Agriculture and Food

Due to the central position held by food and agriculture in Africa's development as indeed, development everywhere, it has been held prudent to introduce programmes in Agriculture and Rural Betterment and give them the emphasis they deserve. They will follow the pattern of programmes already outlined for the programmes now running in the Institute. Indeed, the inter-relationships and inter-dependence of all forms of economic development and agriculture is quite emphasized in the programme.

The programme emphasizes at every level the ecological and environmental balance requirement. This derives from the increased awareness of the environmental degradation which accompanies modern "scientific" development in the Third World with its inevitable climatic changes, droughts, bush fires, soil erosion, silting of rivers and water ways, soil salination and desertification. Socially, their deterious effect on people and rural communities are now very obvious. It also takes into consideration the spatial pattern of growth in the light of Africa's lopsided historical pattern in this regard.

(b) Human Resources Management and Manpower Planning

Another programme soon to be launched as mentioned above is one on Manpower Development. As man becomes a key factor in all development, his preparation to play his role as carrier of change and beneficiary of development must remain a prime concern of the Institute. Preparation for this programme is already well advanced and is planned to start during the academic year 1984-85. It is implemented collaboratively with E.C.A. with financial assistance from US-AID. It complements well other programmes, particularly the one on agriculture.

(c) Energy

Energy has become an essential factor of production. Conventional energy hydrocarbons is a depletable asset and not well distributed in the region. It is vital that the nature of all forms of energy, their exploited use and conservation must remain

the concern of all planners in their work. Courses in this vital field are already offered at I.D.E.P. However, preparations are proceeding to expand it into a full fledged short-term (3-month) programme.

2 - Research Publication and Dissemination

Publications emanating from an institute may fall into one of the following categories:

(a) Proceedings resulting from papers commissioned by the institution from well-known scholars and specialists who have the time to prepare them for delivery at a conference or a seminar or symposium. Such papers are collected, edited, and put together. It is then provided with an introduction and published under the name of the Institute. With sufficient supplies of funds, an impressive list of publications can issue from this exercise.

(b) Research papers: these are usually the result of research projects organized around themes, e.g. energy, food, trade etc. The projects are pursued by the staff of the Institute.

(c) Research work commissioned to the Institute from outside by other organizations, institutions, countries etc.

(d) Training programme curriculae: since the Institute's efforts in this important area are unique trying to combine, complement and qualify prevailing thought with actual African experiences and needs, the resulting curriculae constitute a major research output of great benefit to African countries and interested institutions.

Before a research project is launched (or a new programme is offered), a seminar is held of leading lights in the subject for a full preliminary discussion of the subject or the course before the final documents are prepared. At the end of the project execution, if it is research or a study, it is again usual to hold a full scale seminar for the discussion of the research results before the final write-up. The level of scholarship or scientific status of the institution is in this second category of publications demonstrated. Given

the adequate capacity, both forms of publication will be featured in the work of I.D.E.P. These could be disseminated to planning institutes and ministries as well as the other interested users through-out the continent and to institutions outside Africa interested in the African situation.

Besides, in collaboration with other African institutions and organizations, I.D.E.P. jointly sponsors publications and research works. In this connection, it is to be noted that preliminary discussions with both E.C.A. and the African Development Bank (A.D.B.) have revealed areas of common interest. Among these is the publication of Africa-focused annual sectoral and country reports and outlooks and staff working papers on African economic problems.

3 - Advisory Services

The ability of I.D.E.P. to fulfil its task under this heading as one of its normal functions will, of course, depend not only on the total fund of knowledge available at I.D.E.P., but the practical experience of (i) successful planning at the command of the Institute and (ii) the intricacies of plan implementation of Africa. Here too, a vigorous research activity in the theoretical as well as the practical aspects of planning is essential to provide the base of the advisory programme. In the absence of this, any advice will tend to be text-book based.

To this end, it should be a worthwhile activity of the Institute to loan its research and teaching staff to planning departments of member nations, upon their request, as active participants in planning and implementation exercises. This, on the one hand, contributes to the African countries' planning capacity; on the other hand, it constitutes a staff development scheme enhancing the expertise and skills of the Institute's teaching and research staff and deepens their understanding of the African countries' problems and priorities. It would be well to note that the level and quality of services provided at any time by the Institute in the area of advisory services and, in fact, in any area - be it teaching or research - is necessarily a function of the level and quality of the totality of its activities.

4 - The Trainees

A full implementation of the above-outlined programme requires some policy reforms in relation to trainees. The number of trainees enrolled at I.D.E.P. in the year 1982-83 was 60. This number falls below the training capacity which is available at the moment. With the planned expansion in facilities, I.D.E.P. could have a student population of 100 or more.

The other important constraint is finance to support the student's travel and living allowances. In spite of the resolutions passed by the Governing Council and supported by E.C.A. and U.N.D.P., the funds are slow in coming as they are released on a year-to-year basis and usually at the last moment. African governments which are the beneficiaries of the Institue's services are urged to show greater commitment and support the Institute with their regular contributions and trainee support schemes. Meanwhile, efforts are being made now to mobilize external finance through technical assistance programmes for trainees' fellowships, with increasing success.

To conclude, a great deal of programming and coordination among the African governments, U.N.D.P. and other technical assistance donors on the one hand and the Institute on the other is required in the efforts to find funding for trainees support. The realization of this objective would lead to a rise in the Institute's productivity and a parallel decline in its cost per trainee.

Qualifications of Applicants

(i) Candidates must be national of an African country and be nominated by their governments.

(ii) Candidates must hold at least a first university degree (or its equivalent) qualifying them to work in the area of economic development and planning. They should preferably have a minimum of one year's experience, in government or in an institution dealing with economic policies, development and planning or with the implementation of economic policies at a national, sectoral or project level.

D - Requisite Inputs

Staff

For I.D.E.P. to function effectively at the level envisaged and assuming that satisfactory arrangements for trainees support have been made certain, other urgent needs have to be supplied. Some of these have been referred to in the body of this paper. In addition, the number of the teaching and research staff at all levels, specializations and duration, must be enhanced substantially. All in all, it must reach 15 man-year equivalent, i.e. about double the present level.

Academic staff cannot operate by themselves without adequately trained supporting staff of various grades with special skills and experience. In an institute such as I.D.E.P., these may include, as a matter of urgency, teaching and research assistants, documentalists, library staff, data processors, etc... and, of course, interpreters, translators and bilingual secretaries without whom the Institute's work will be seriously hampered.

E - Relations with other institutions and recognition of the Institute's Academic Degrees

Having functioned over two decades as a pan-African Institute for advanced post-university studies, it is essential that I.D.E.P. be recognized now as such by all African universities and higher education establishments.

Therefore, a set of institutional arrangements must be initiated to define and work out the modalities and basis for strengthening relations between the Institute and these universities and centres with the aim of enabling I.D.E.P. to play an effective role in the latter's activities in training and research in the field of socio-economic development and planning. The role of coordination with I.D.E.P. in this field among others could consist in organizing on a recurrent basis meetings in the form of symposia, to exchange views and experiences on training and research activities in Africa. Such coordination would also permit I.D.E.P. to establish programmes for the exchange of teachers with the universities of the region.

In the light of such arrangements, African universities and training-research institutions would be invited to sign agreements with the Institute, by which full recognition will be given to diplomas issued by I.D.E.P. as has been recommended by the resolution adopted by the Council of Ministers of the E.C.A. in Kinshasa, October, 1977.

A more general agreement should be reached between I.D.E.P. and the African Governments with a view to determining the place accorded to its diplomas in the hierarchies of the respective civil services. Obviously, this problem of the classification of I.D.E.P.'s diplomas in African civil services depend on what solution is found to the problem of their recognition by African universities, for almost every State in the region has a national commission whose task is to evaluate and study the equivalence of diplomas obtained by those nationals who have received various forms of training abroad.

Having achieved such a goal, the Institute would immediately move to ascertain recognition of its degrees on an international basis. Such a step would be important not only for the Institute's stature and academic weight, but also for the trainees. They would achieve hierarchical compensations for their efforts as well as be able to continue their efforts towards higher degrees (Ph.D.).